

**PUBLIC
FINANCE
INITIATIVE**

Ke'anae Community Meeting

EVENT SERIES:

Maui Hikina Watershed & Water Resource Planning Convenings

DATE:

June 16, 2025

CONTACT:

programs@publicfinanceinitiative.com

Agenda

- Introductions & Welcome
 - Interactive Exercise
 - Expert Presentations & Discussion
 - Questions & Closing Reflections
-

Introductions

About The Public Finance Initiative

We partner with governments and organizations who want to embed values in public finance decision-making to create lasting change in the world.

Our Supporters

- The Robert Wood Johnson Foundation
- The MacArthur Foundation
- Capital One Foundation
- Bloomberg Philanthropies
- The Pew Charitable Trusts
- Results for America

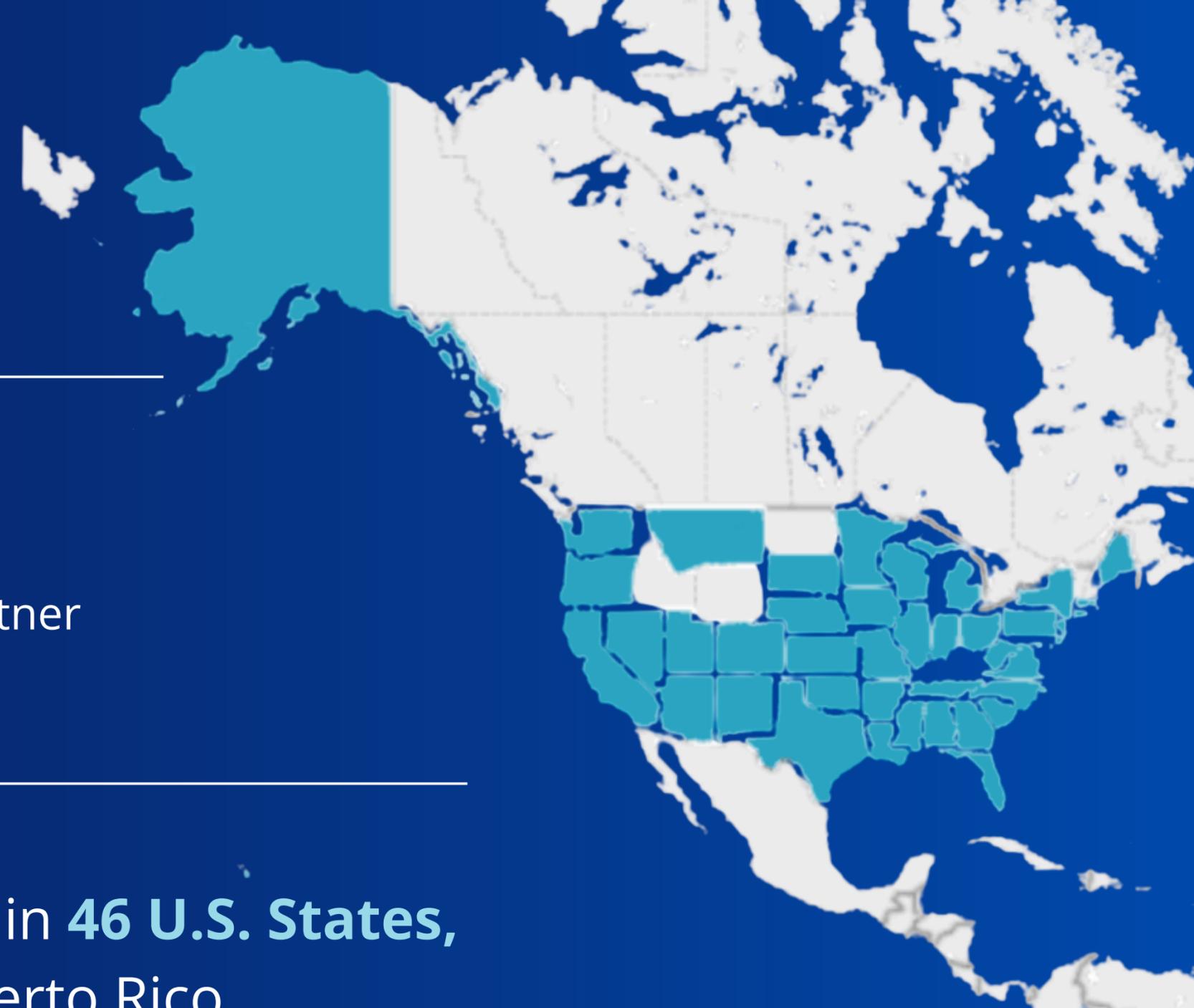


Our Work

Select Projects

- Rural & Small Cities Program
 - City Budgeting for Equity & Recovery Program
 - Bond Markets & Racial Equity Program
 - National League of Cities University Training Partner
 - What Works Cities Certification Program Partner
-

We have worked with **476 Governments** in **46 U.S. States**, including the District of Columbia and Puerto Rico.



Our Team



Lourdes German
Executive Director



Alex Grun
External Relations Manager



Katy Hansen
Director, Rural & Small Cities Program



Peter Hamlin
Associate



Ally Gilman
Chief Communications Officer



Tiffany Li
Executive & Operations Manager



Haley Mulligan
Senior Analyst

Interactive Exercise

Instructions

- The purpose of this exercise is to hear what matters to you, hear your perspective and discuss your lived experience in connection with the water system.
- There will be 4 small breakout groups, each led by one or more facilitators. You will choose which group you want to join. Table tents are set up throughout the room so you can identify group topics and questions. Groups will assign one or two volunteers to take notes.
- Each group will discuss their questions for approximately 15-20 minutes.
- At the end, each group will report out a 1-2 minute summary of their discussion to all attendees.

Interactive Exercise Topics

1

Vision & Values

Opening Questions: What is your future vision for the waters of Ko`olau Moku?

2

Community Benefits & Rates

Opening Questions: What does your community need to thrive? Are there specific projects that could be funded that would help the community thrive?

3

Oral History

Opening Questions: What oral history and memories are important for future generations to understand the significance of Ko`olau watershed?

4

Management & Jobs

Opening Questions: Who should manage Ko`olau watershed? What specific jobs, work, or tasks are needed to protect and sustain it?

Reporting Out

Reporting Out

1

Vision & Values

Opening Questions: What is your future vision for the waters of Ko`olau Moku?

Reporting Out

1

Vision & Values

Opening Questions: What is your future vision for the waters of Ko`olau Moku?

2

Community Benefits & Rates

Opening Questions: What does your community need to thrive? Are there specific projects that could be funded that would help the community thrive?

Reporting Out

1

Vision & Values

Opening Questions: What is your future vision for the waters of Ko`olau Moku?

2

Community Benefits & Rates

Opening Questions: What does your community need to thrive? Are there specific projects that could be funded that would help the community thrive?

3

Oral History

Opening Questions: What oral history and memories are important for future generations to understand the significance of Ko`olau watershed?

Reporting Out

1

Vision & Values

Opening Questions: What is your future vision for the waters of Ko`olau Moku?

2

Community Benefits & Rates

Opening Questions: What does your community need to thrive? Are there specific projects that could be funded that would help the community thrive?

3

Oral History

Opening Questions: What oral history and memories are important for future generations to understand the significance of Ko`olau watershed?

4

Management & Jobs

Opening Questions: Who should manage Ko`olau watershed? What specific jobs, work, or tasks are needed to protect and sustain it?

Expert Presentations

Expert Presenters



Lourdes Germán, J.D.,

EXECUTIVE DIRECTOR
PUBLIC FINANCE
INITIATIVE



Dr. Karletta Chief (Diné)

DIRECTOR & PROFESSOR
INDIGENOUS
RESILIENCE CENTER (IRES),
UNIVERSITY OF ARIZONA



Katy Hansen

DIRECTOR
THE PUBLIC FINANCE
INITIATIVE



Andrew Simmons

CONSULTANT
CLIMATE RESILIENCE
SPECIALIST

Guiding Considerations & Questions

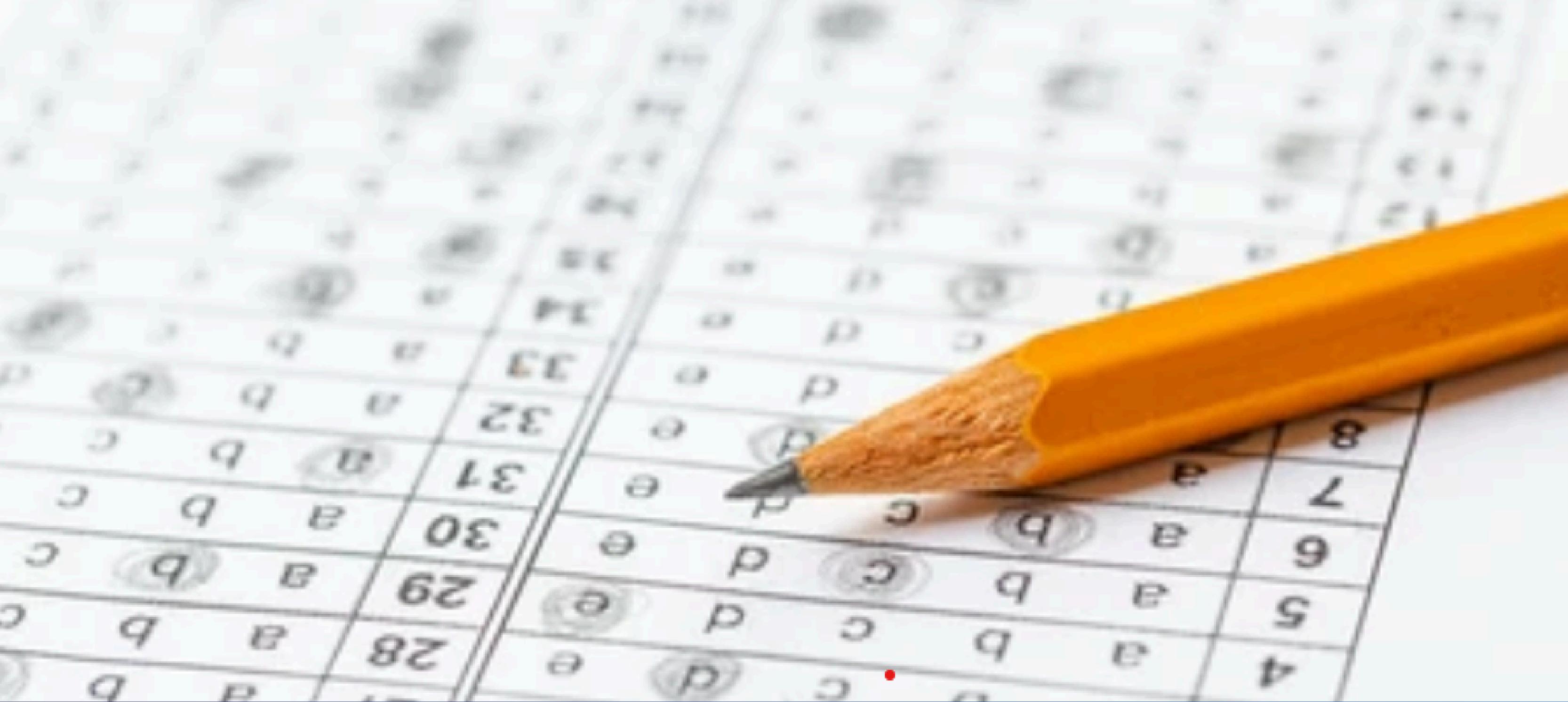
- How do we support you with lessons and strategies derived from our respective disciplines to help you realize your aspirations, and with awareness of lessons from your past?
- What insights can help you craft strategies that center community and resident voices and lived experience with authenticity, care, and respect for indigenous and cultural heritage and practices?
- How can you think strategically about the full spectrum of public finance tools to raise the money you need *and* invest in ways that catalyze place-based outcomes and mitigate future risks, anchored in the motto of the East Maui Water Authority - *"Eia no o Kūlanihākoʻi, No kakou e mālama ai!"... "Here indeed is Heaven reflected on Earth, it is for all of us to Protect, Preserve and Sustain" ?*



Lourdes Germán, J.D., Executive Director The Public Finance Initiative

Lourdes Germán, J.D., teaches public finance at the Harvard University Graduate School of Design and is the Founder and Executive Director of the Public Finance Initiative, a fiscally sponsored nonprofit organization of TSNE, which specializes in developing public finance programs that focus on the values of equity, sustainability, and inclusive growth in fiscal decision-making. Lourdes began her career as a public finance attorney at the law firm Palmer & Dodge (now Locke Lord, LLP), after which she served as the Vice President of Municipal Finance at Fidelity Investments. Subsequently, she served as the Vice President and General Counsel at Breckinridge Capital Advisors, followed by her appointment as a Director at the Lincoln Institute of Land Policy, where she helped launch and grow a global program of work on municipal fiscal health. At Lincoln, Lourdes also served on the team of expert advisors to the United Nations Habitat program, supporting the development of a municipal finance policy framework that served as a guide for the Sustainable Development Goals process, as well as co-authoring the book *Finance for City Leaders* (United Nations Press, 2017). Outside of work, Lourdes was appointed by the Governor of Massachusetts as the Chair of the Massachusetts State Finance and Governance Board, a role she held for over five years.

Funding Your Aspirations: A Public Finance Primer





Missoula Montana Water Example

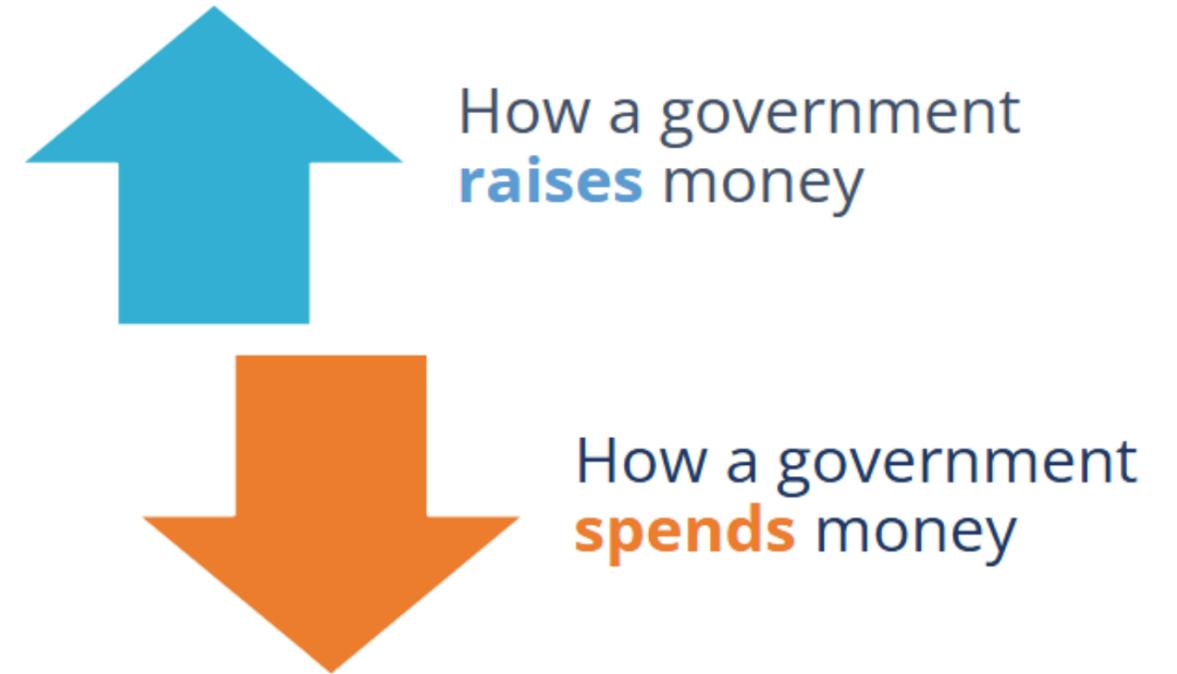
- The photo shows some of the natural assets of the Missoula Water System - a rich aquifer filled with fresh snowmelt and rainfall that supplies drinking water to more than 50,000 people.
- For more than a hundred years, the utility that pumps and distributes that water to the city of Missoula's citizens had been held in private ownership, "passing every so often from one set of for-profit-seeking investors to the next."
- On June 22, 2017 Missoula's leaders ended a long campaign to control their community's most important resource- the water system - led by Mayor John Engen - who believed that water distribution and management should be in the hands of the people.

Source: [The Nation](#)

How do you Leverage Public Finance strategically to Advance your Long Term & Short Term Priorities?

An Introduction to Public Finance Basics

What is Public Finance?



Public Finance Avenues



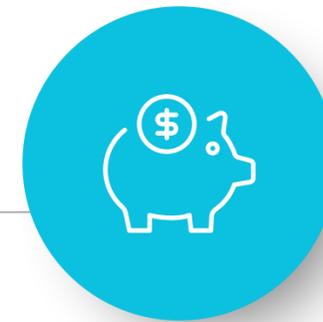
Mapping Three Essential Components of the Public Finance Strategy



Identify Long/Short Term Priorities (priorities can be multi-sector - i.e. water, food insecurity, etc.) and Inventory Water System Maintenance & Infrastructure Expenditure Needs



Map the Framework of Fiscal Governance for all Water System Stakeholders



Assess Opportunities for Revenue & Funding to be Blended & Braided Strategically to Optimize Investment aligned with Priorities with a Plan of Finance that is non-extractive, equity centered & community informed

Map the Framework of Fiscal Governance



Map the Framework of
Fiscal Governance for all
Water System
Stakeholders

- Revenue, Investment & Expenditure Authority of the Maui County Community Water Authorities was principally established under **Article 8, Chapter 19** of the **Revised Charter of the County of Maui**
- The legal organizational structure of the **East Maui Water Authority** as a county department enables the authority to potentially leverage the county's bond rating to raise money from investors and receive governmental/general fund appropriations.
- The legal enabling framework of the **Department of Water Supply** as a regular county agency subject to the Mayor's Executive Management and the Council's legislative oversight provides extensive revenue and funding opportunities.
- The **Section 8-19.6 Establishes the Regional Water System Fund** which may be used to fulfill the powers, duties, and functions of the water authorities, including operation, maintenance, and capital improvements of water collection and delivery systems under the control of the county.

Combining Public Finance Strategies



Assess Opportunities for Revenue & Funding to be Blended & Braided Strategically to Optimize Investment aligned with Priorities with a Plan of Finance that is non-extractive, equity centered & community informed



Example: Funding Food Insecurity

- Use of **pay-as-you-go** would likely be the predominant mechanism to fund food insecurity.
- Expanding the strategy to fund this avenue to possibly include a **lending vehicles** like a **revolving loan fund** mechanism could expand the level of funding available to address food insecurity, and create a vehicle that exists in perpetuity. If the revolving loan fund was capitalized with a blend of appropriations and grants from foundations you could have a generative vehicle for resource expansion by pursuing these avenues.
- **Macon-Bibb County Georgia** serves as an example of a county that used a revolving loan fund mechanism that blended grants with government revenues to support blight, food insecurity/food deserts, and affordable housing in ways that created pathways for community members to become directly involved in the fund.



Select Key Questions



Assess Opportunities for Revenue & Funding to be Blended & Braided Strategically to Optimize Investment aligned with Priorities with a Plan of Finance that is non-extractive, equity centered & community informed

- Interrogate and assess the changes to your **rate-setting plan** - is this is going to be an important source for funding operations and maintenance (O&M), source of future debt securitization, and/or supporting **pay-as-you-go** financing for projects that provide community benefits?
- Analyze carefully the options you have to **raise money from bonds at the lowest cost of capital**. Could you leverage **Program Related Investments from Foundations** to diversify beyond seeking foundation grants and couple that with municipal bonds to lower net interest costs and save money on future years of debt service payments? Those cost savings would be passed on to your community.
- What aspects of the **leases that comprise your history of public-private partnerships** can be reimagined to create a pathway towards greater community/public control incrementally, and alignment to your future community centered place-based outcomes?
- Are there underutilized **land value capture strategies** that could help address housing, even if led by other functional units of government, in collaboration with the East Maui Water Authority, and with attention to water-centric priorities?

Thank You





Dr. Karletta Chief (Diné) Director of Indigenous, Resilience Center (Ires) & Professor, University of Arizona

Dr. Karletta Chief (Diné) is a Professor & Extension Specialist in Environmental Science at the University of Arizona. She is the director of the Indigenous Resilience Center and lead for the NSF Indigenous Food, Energy, and Water Security and Sovereignty Training Program. Indige- FEWSS's vision is to develop a diverse workforce with intercultural awareness and expertise in sustainable food, energy, and water systems (FEWS), specifically through off grid technologies to address the lack of safe water, energy, and food security in Indigenous communities.

Dr. Karletta Chief grew up on the Navajo Nation without electricity and running water. Her family lived within the Peabody Coal Company leasehold area. Her lived personal experiences of environmental injustice and as a first-generation graduate motivate her to devote all her environmental research to supporting the resilience of Indigenous communities and training of students in sustainable technologies.

Maui Water Workshops 2025



Dr. Karletta Chief (Diné)
Director of Indigenous
Resilience Center (Ires)

TÓ' ÉÍ IINÁ
WATER IS LIFE



THE UNIVERSITY OF ARIZONA
RESEARCH, INNOVATION & IMPACT

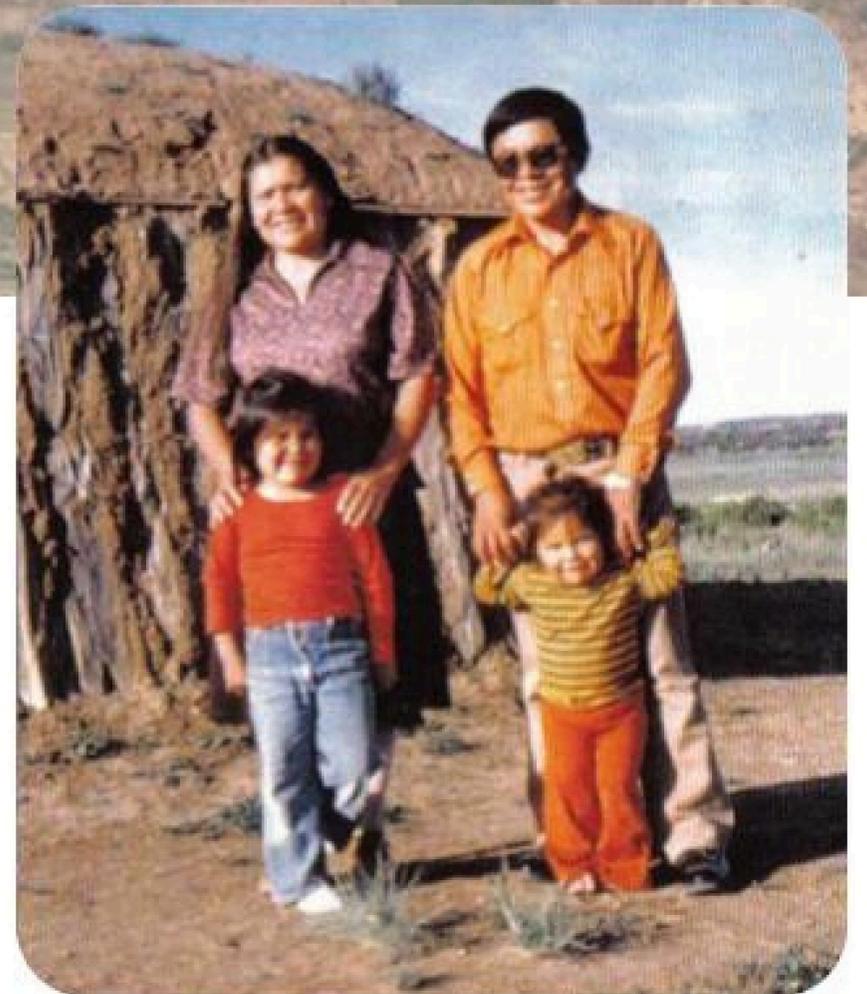
Arizona Institutes
for Resilience



I AM FROM THE NAVAJO NATION.



I AM BITTERWATER.



Near-the-Water

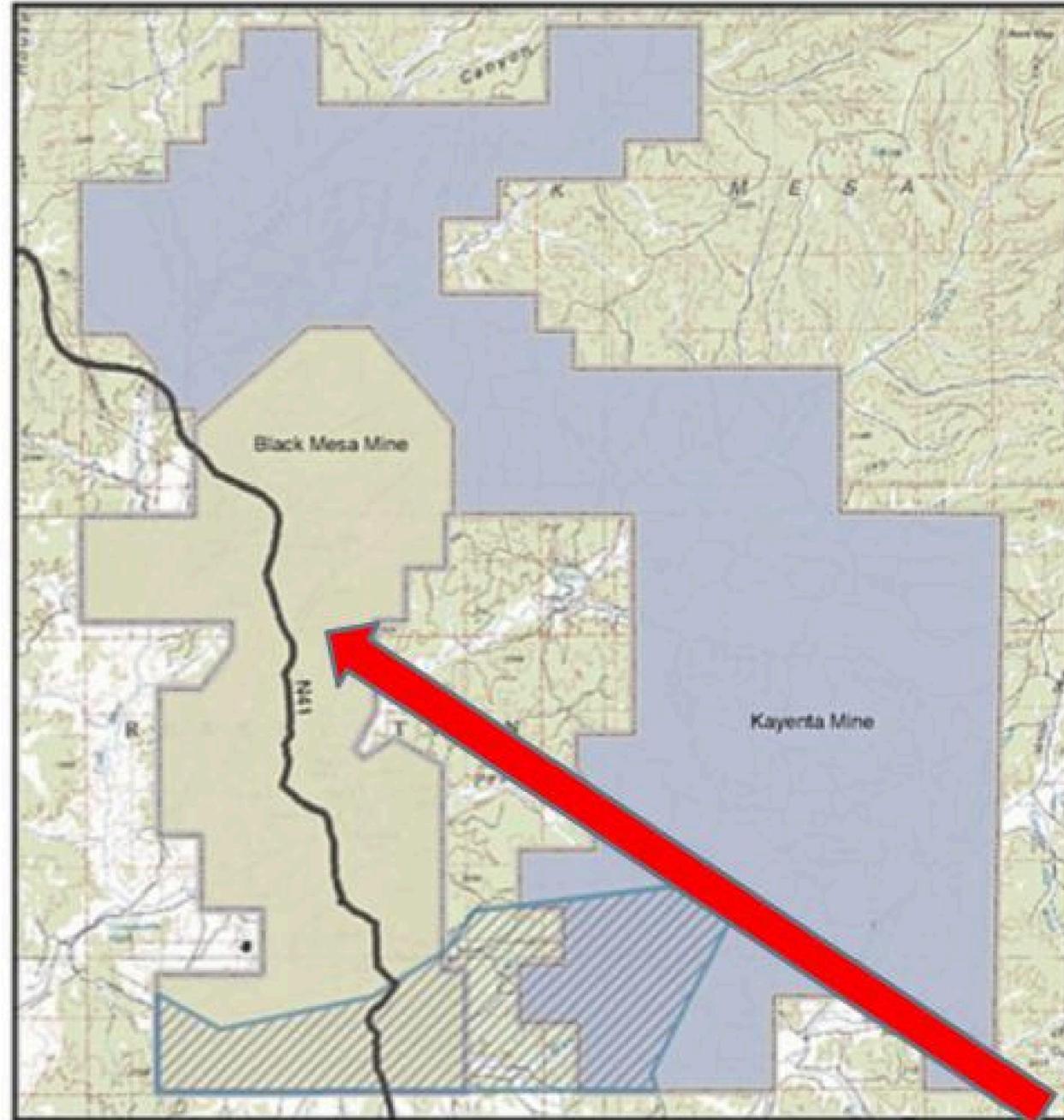


Red-Running-Into-The-Water

ed-house



MOTHER EARTH & FATHER SKY CRIES ON BLACK MESA



LEGEND

- Leasehold Area
- Hopi Partitioned Land (HPL)

Roads

- N 41

Mine

- Kayenta
- Black Mesa



FIGURE 4. PLANNING AREA

JJ CLACS & COMPANY - DECEMBER 2005
Source: Peabody Western Coal Company

Lease Hold Area

My home

IRES VISION

Indigenous communities lead the development of environmental and social resilience solutions and collaborate through strong trust-based partnerships with the University of Arizona Indigenous Resilience Center (IRes).



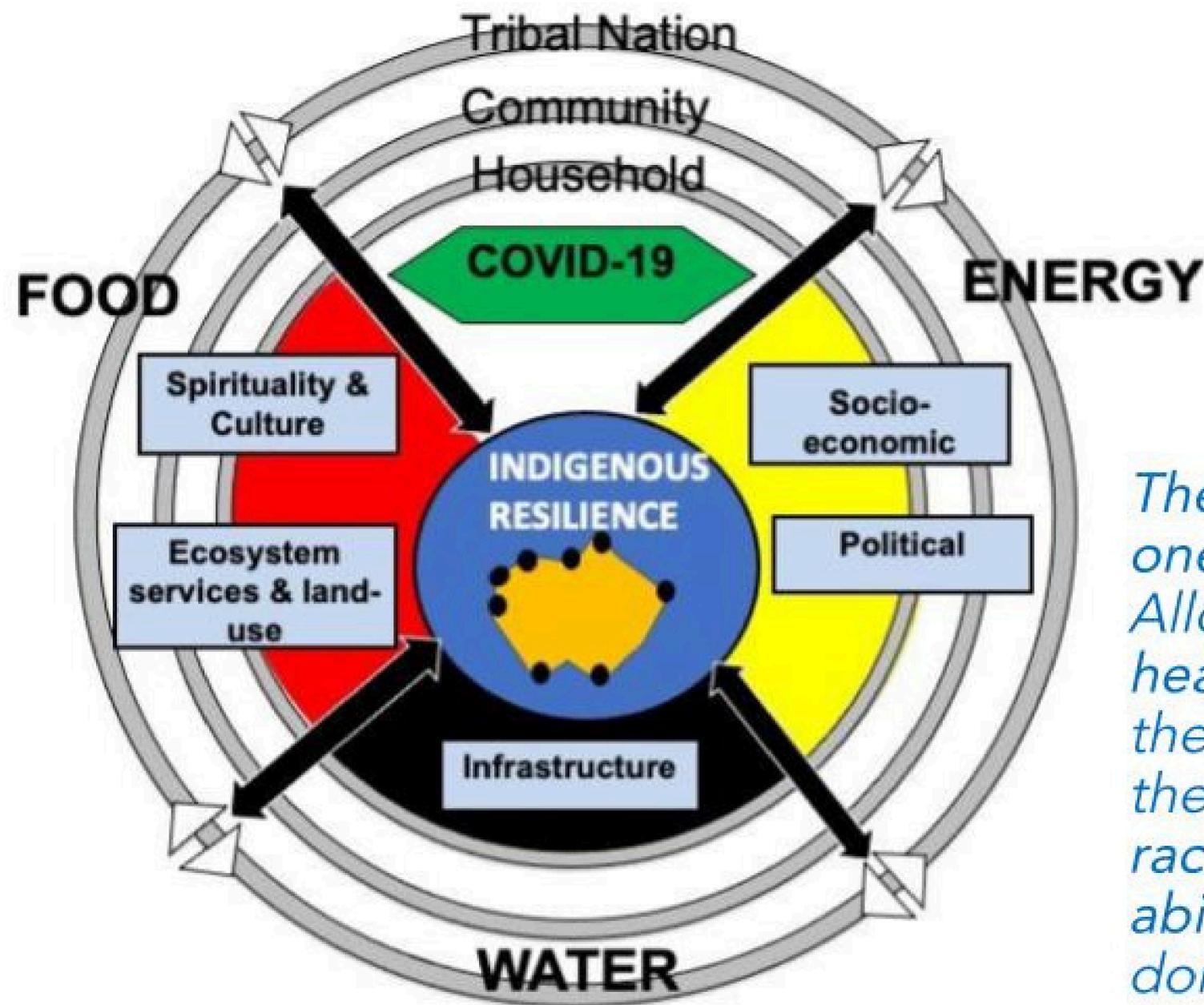
IRES MISSION

Through *Indigenized research frameworks/methodologies* and a commitment to sustained community engagement, the Indigenous Resilience Center (IRes) honors Indigenous sovereignty and self-determination and, with Indigenous guidance, *weaves Indigenous ways of knowing into co-designed environmental and social resilience solutions* and *trains the next generation* of Indigenous and non-Indigenous environmental leaders.



FRAMEWORKS FOR INDIGENOUS RESILIENCE

IMPLEMENTATION SCI



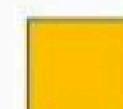
LEGEND:



Resilience Indicator



Desired structure or function

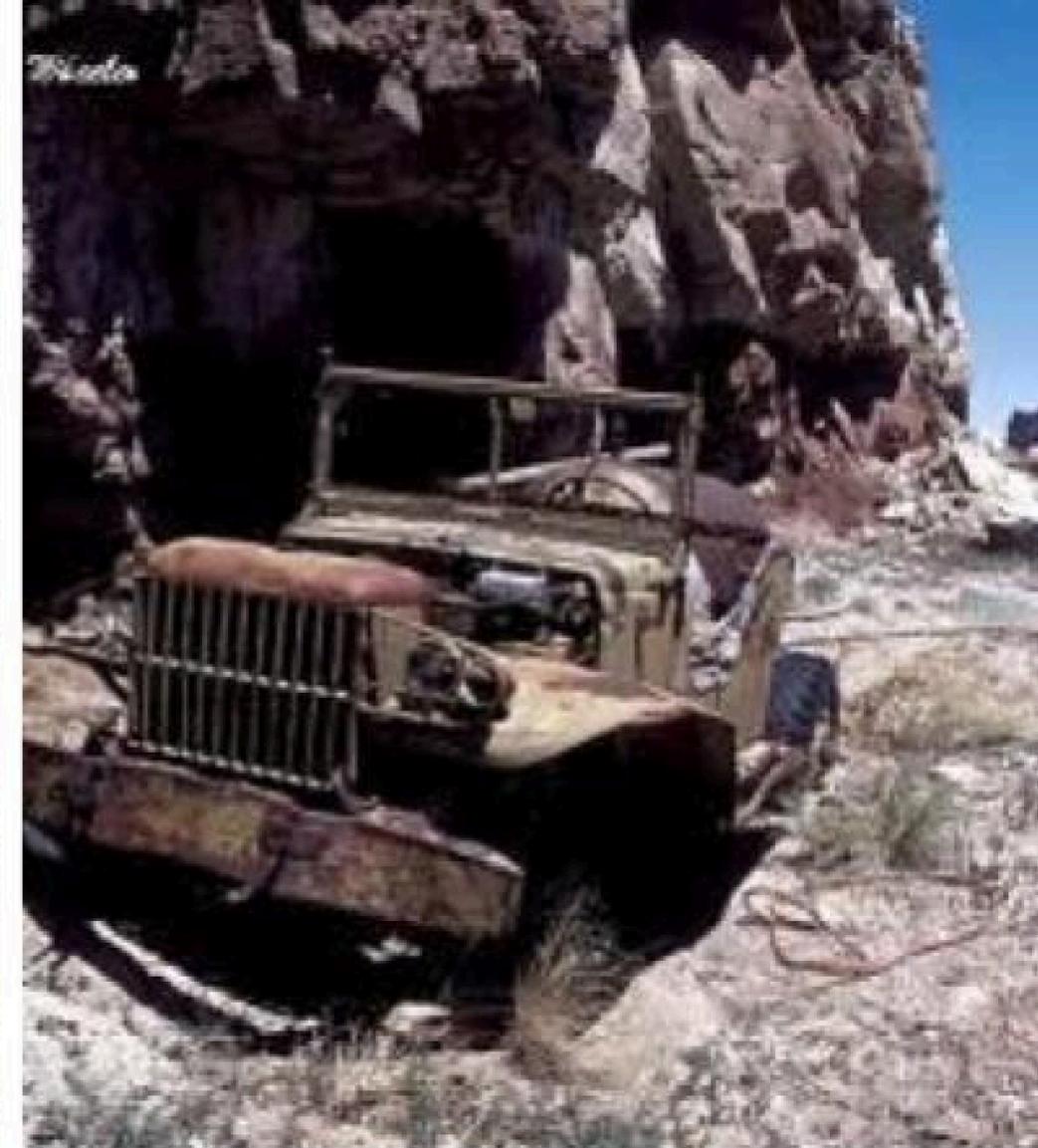


Inadequate structure or function

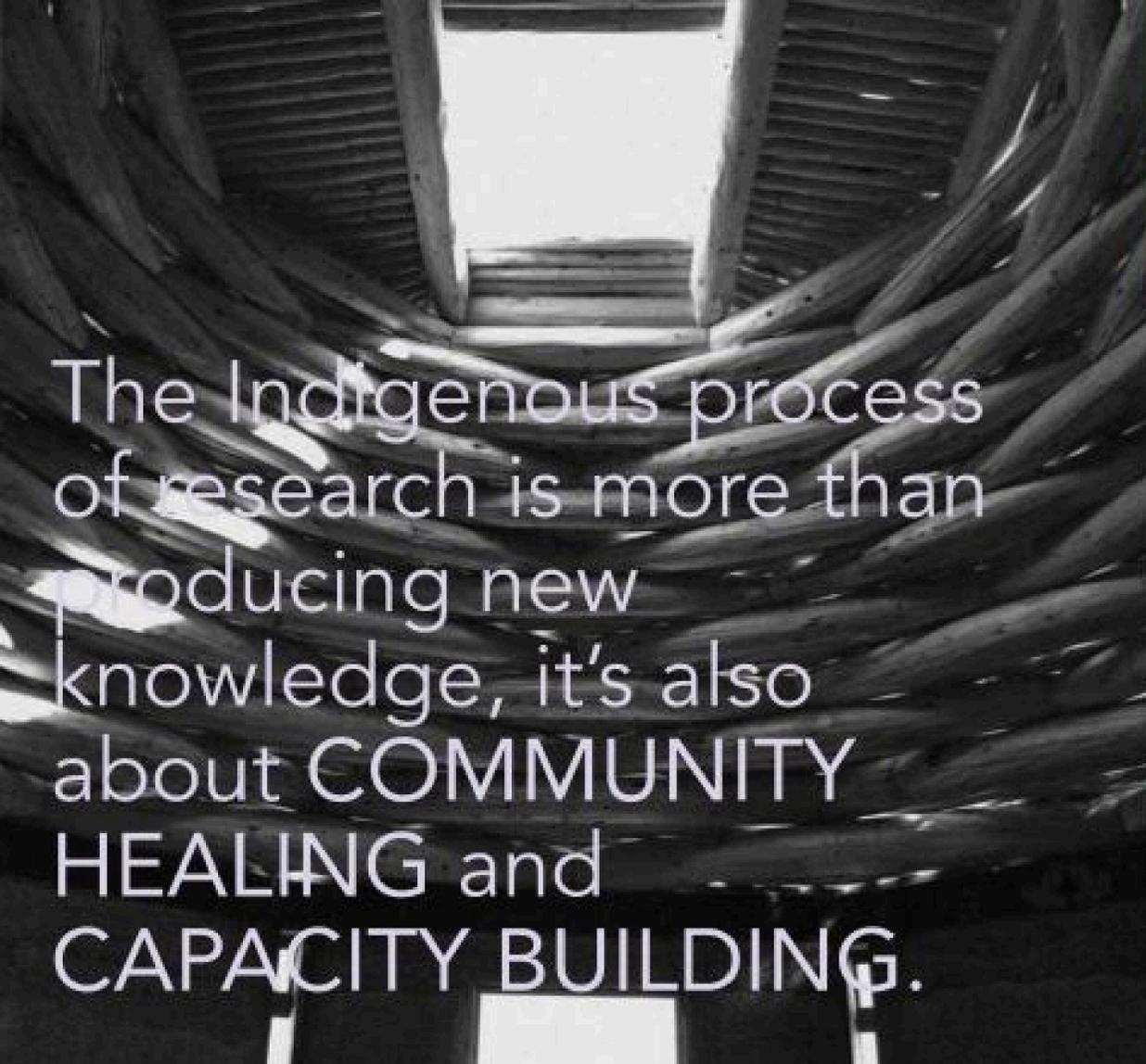
The ability to have a connection and belonging to one's land, family and culture, therefore an identity. Allowing pain and suffering caused from adversities to heal. Having a dreaming, where the past is brought to the present and the present and the past are taken into the future. A strong spirit that confronts and conquers racism and oppression, strengthening the spirit. The ability not just to survive but to thrive in today's dominant culture. Aboriginal scholar and educator Marion Kickett, 2011

WATER CHALLENGES FACING TRIBES

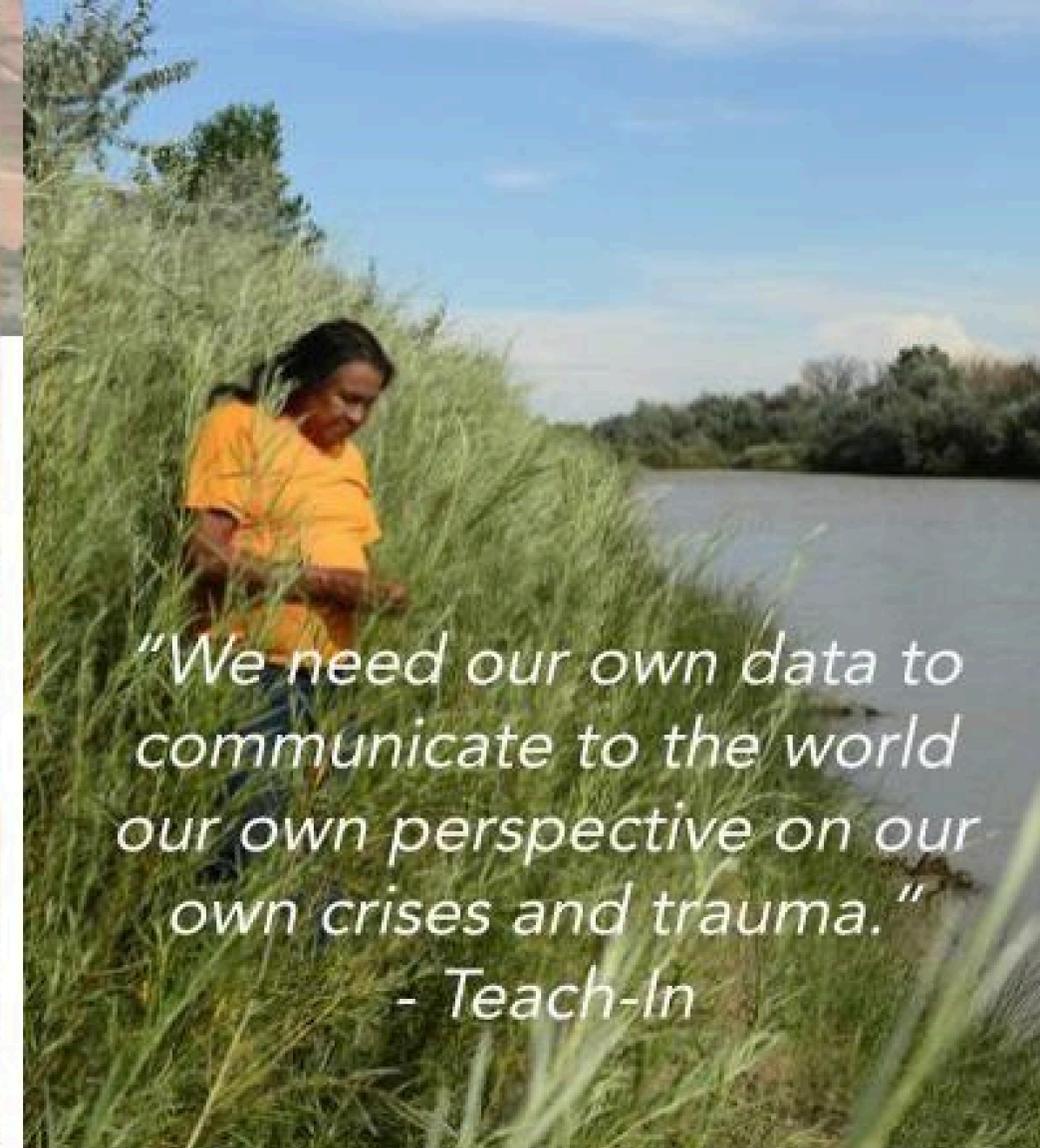




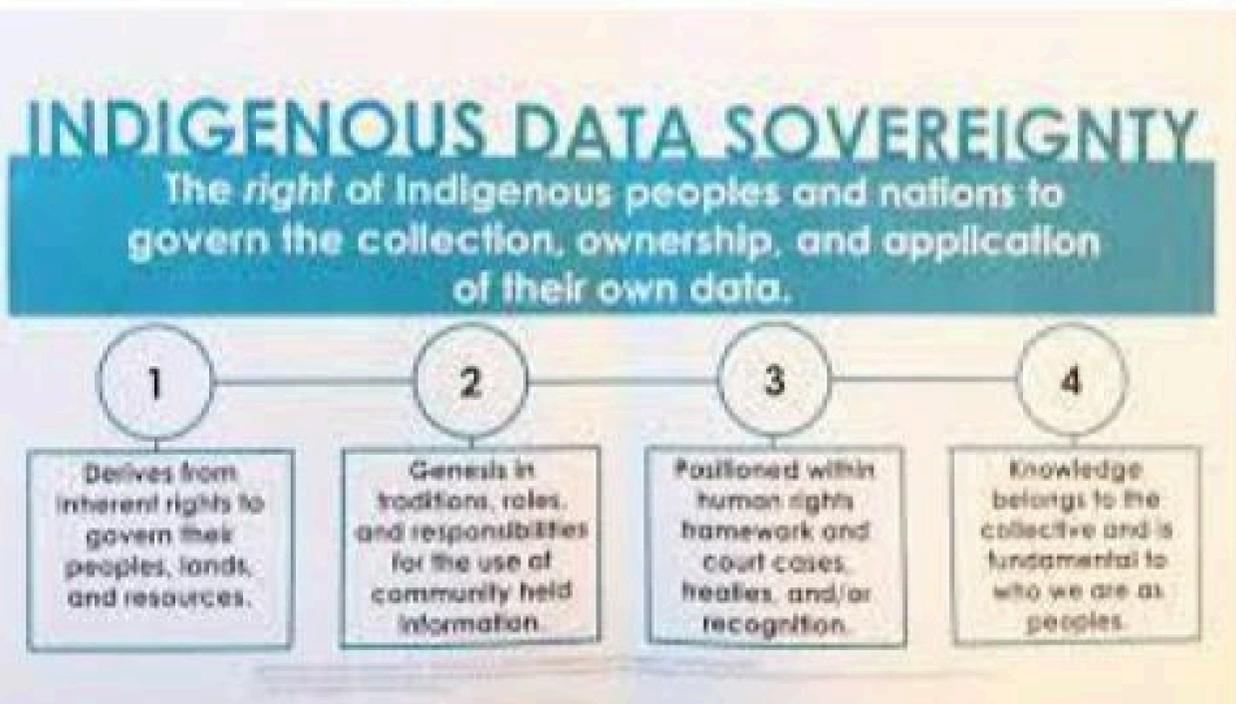
INDIGENOUS ENVIRONMENTAL INJUSTICES



The Indigenous process of research is more than producing new knowledge, it's also about **COMMUNITY HEALING** and **CAPACITY BUILDING**.

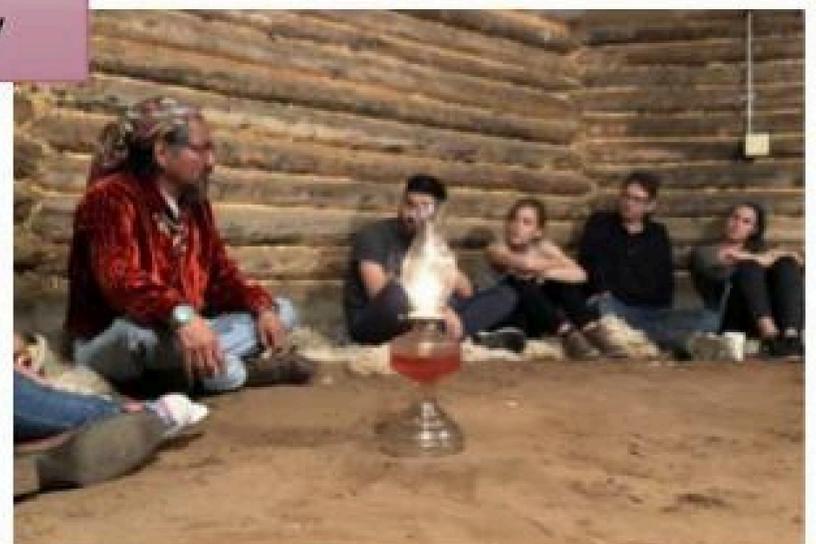


*"We need our own data to communicate to the world our own perspective on our own crises and trauma."
- Teach-In*



INDIGENOUS FRAMEWORKS

DE-COLONIZED COMMUNITY ENGAGEMENT THROUGH A 7TH GENERATIONS MODEL



THE CARE PRINCIPLES



COLLECTIVE BENEFIT FOR INDIGENOUS GOV

C1

For inclusive development and innovation

Governments and institutions must actively support the use and reuse of data by Indigenous nations and communities by facilitating the establishment of the foundations for Indigenous innovation, value generation, and the promotion of local self-determined development processes.

C2

For improved governance and citizen engagement

Data enrich the planning, implementation, and evaluation processes that support the service and policy needs of Indigenous communities. Data also enable better engagement between citizens, institutions, and governments to improve decision-making. Ethical use of open data has the capacity to improve transparency and decision-making by providing Indigenous nations and communities with a better understanding of their peoples, territories, and resources. It similarly can provide greater insight into third-party policies and programs affecting Indigenous Peoples.

C3

For equitable outcomes

Indigenous data are grounded in community values, which extend to society at large. Any value created from Indigenous data should benefit Indigenous communities in an equitable manner and contribute to Indigenous aspirations for wellbeing.

COMMUNITY APPROVAL & DATA OVERSIGHT



May 1, 2020

Dr. Robert C. Robbins, President
University of Arizona
1401E. University Blvd.
Tucson, Arizona 85721

Re: Navajo Nation's Discussion on CARES ACT Expenditure Plans

Honorable Dr. Robbins:

I am writing to extend an invitation to you to join Resources and Development Committee membership in the meeting with the membership of the Naabik'iyati Committee of the 24th Navajo Nation Council on Friday, May 22, 2020 at 9:00 a.m. via teleconference.

As Chairman of the Resources of the Development Committee, I felt it was important for you to join the



RESOLUTION OF THE NAATSI'AAH (NAVAJO MOUNTAIN) CHAPTER OF THE NAVAJO NATION

Mark Navajo
President
Marina L. Jean
Vice-President
Milla Grayson
Secretary/Treasurer
Russell Saabkayon
Greeting Committee
Member
Herman Deaton
Council Delegate

RESOLUTION NO: NM09-2020-190
SUPPORTING STUDY ASSESSING NAVAJO COVID-19 RISKS AND INCREASING INDIGENOUS RESILIENCE

WHEREAS:

1. The Navajo Mountain Chapter of the Navajo Nation acts on this resolution pursuant to the authority conferred to the Chapter through Navajo Nation Code Title 26, Chapter 1, and
2. The Navajo Mountain Chapter is requested to support a project "Assessing Navajo COVID-19 Risks and Increasing Indigenous Resilience", and
3. The Navajo Mountain Chapter is committed to supporting projects oriented towards improving Navajo health messaging and education, improving pandemic response and increasing resilience through access to food, energy, and water during the COVID-19 pandemic; and



President of the Navajo Nation
Jonathan Nez

THE NAVAJO NATION
THOREAU CHAPTER
P.O. Box 859 Thoreau, New Mexico 87323
Office (505) 905-0139 Fax (505) 905-0140
thoreau@navajochapter.org



Vice President of the Navajo Nation
Morgan Lee

Anti-Bully RESOLVE • Senior Volunteer, 90 RESOLVE • July 4, Peace, 2020/07 / RESOLVE
Navajo Nation, 2020/07/01/2020/07/01 • Navajo Nation, 2020/07/01/2020/07/01 • Navajo Nation, 2020/07/01/2020/07/01 • Navajo Nation, 2020/07/01/2020/07/01

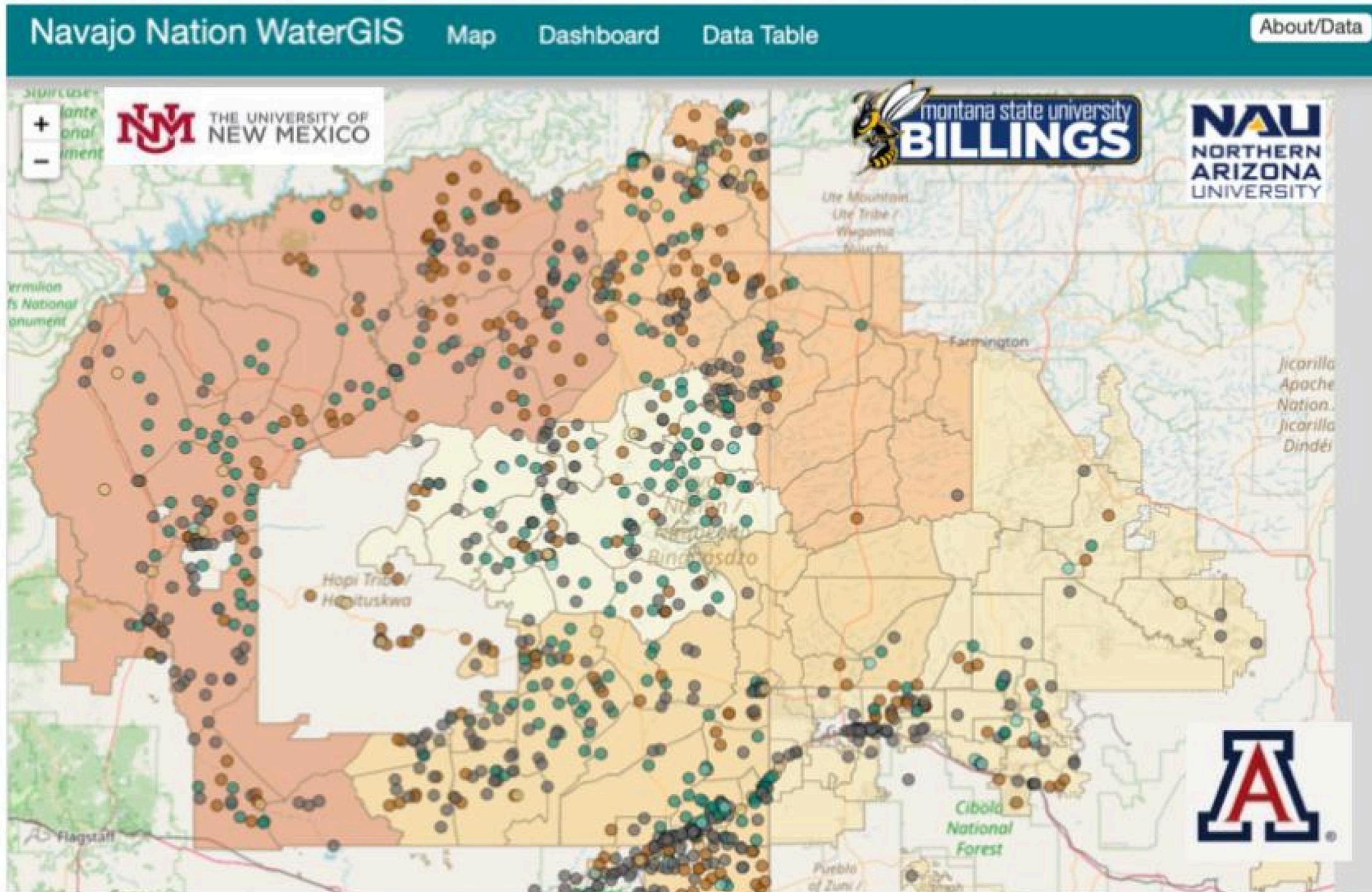
THOREAU CHAPTER
RESOLUTION TCH-074-20-075

Supporting Arizona State University study assessing Navajo COVID-19 risk and increasing indigenous resilience.

ISSUED AT:

Approved by the Navajo IRB
April 2021 (after 1 yr)

NAVAJO NATION WATERGIS PORTAL



FEATURE

It Takes a Team: Tackling Water Quality Challenges and COVID-19 in the Navajo Nation

Joseph H. Hoover, Daniel Beene, and Karletta Chief



An unregulated spring, an unregulated water source on the Navajo Nation, water is collected and funneled to watering troughs downhill of a spring. Source: Hoover et al.

IN 2020 SCHOLARS FOUND THAT A LACK OF INDOOR plumbing was associated with a higher rate of COVID-19 cases in indigenous communities in the United States. Among the affected populations is the Navajo Nation, whose territory spans northeastern Arizona, northwestern New Mexico, and a small portion of Utah. To learn more about the role of water access in the spread and transmission of COVID-19, the Navajo Nation invited water experts from multiple academic institutions to join the nation's Water Access

Coordination Group (WACG).

In collaboration with the Navajo Nation, researchers applied a team science approach to the issue, bringing together a group of researchers and students from a wide range of fields. Together, they not only answered important questions about water access and COVID-19 risk but also developed a valuable tool for assessing water quality more broadly—critical in a region dotted with thousands of unregulated groundwater sources.

January/February 2022

VOLUME 24 • NUMBER 1 | 5

Hoover, J., D. Beene, and K. Chief. 2022. It takes a team: Tackling water quality challenges and COVID-19 in the Navajo Nation. *In* Roehm, C. and M.E. Campana (ed.) *Water Risk in a Rapidly Changing World: Part 2*. *Water Resources IMPACT Magazine* 24(1):5-8.

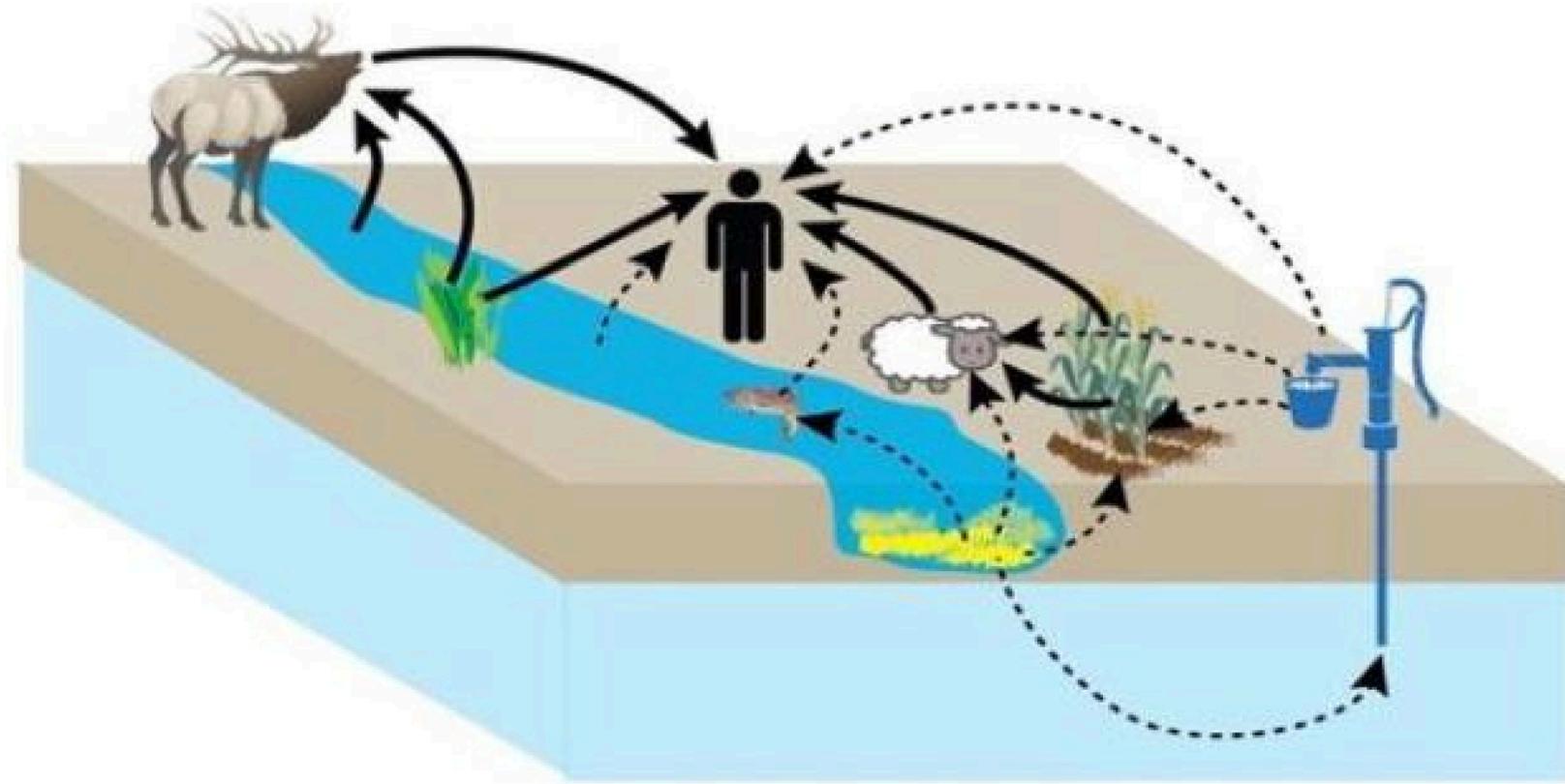
<https://unmcop.unm.edu/metals/>

INDIGENOUS USES OF WATER

Perception

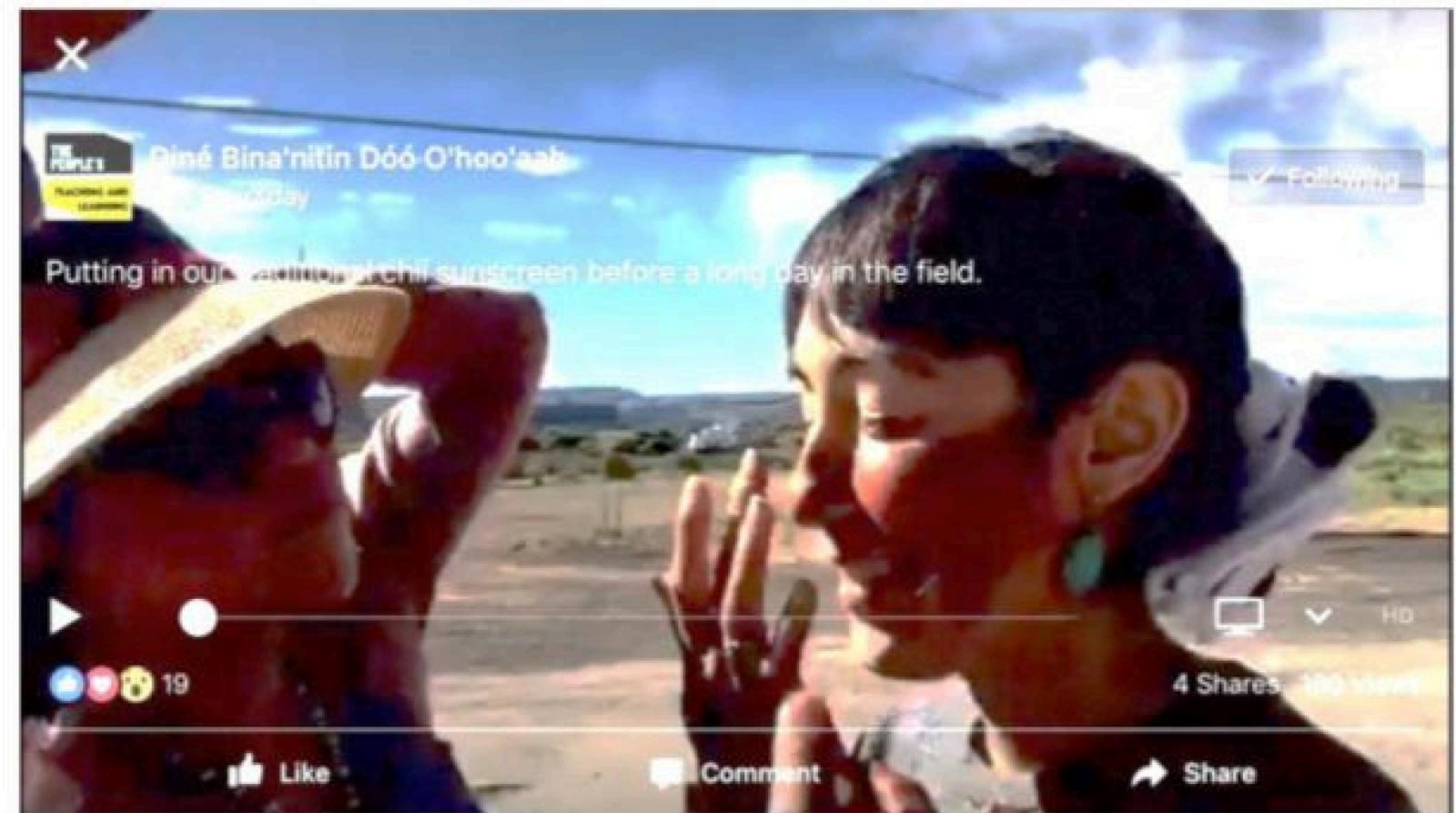


Diné Reality



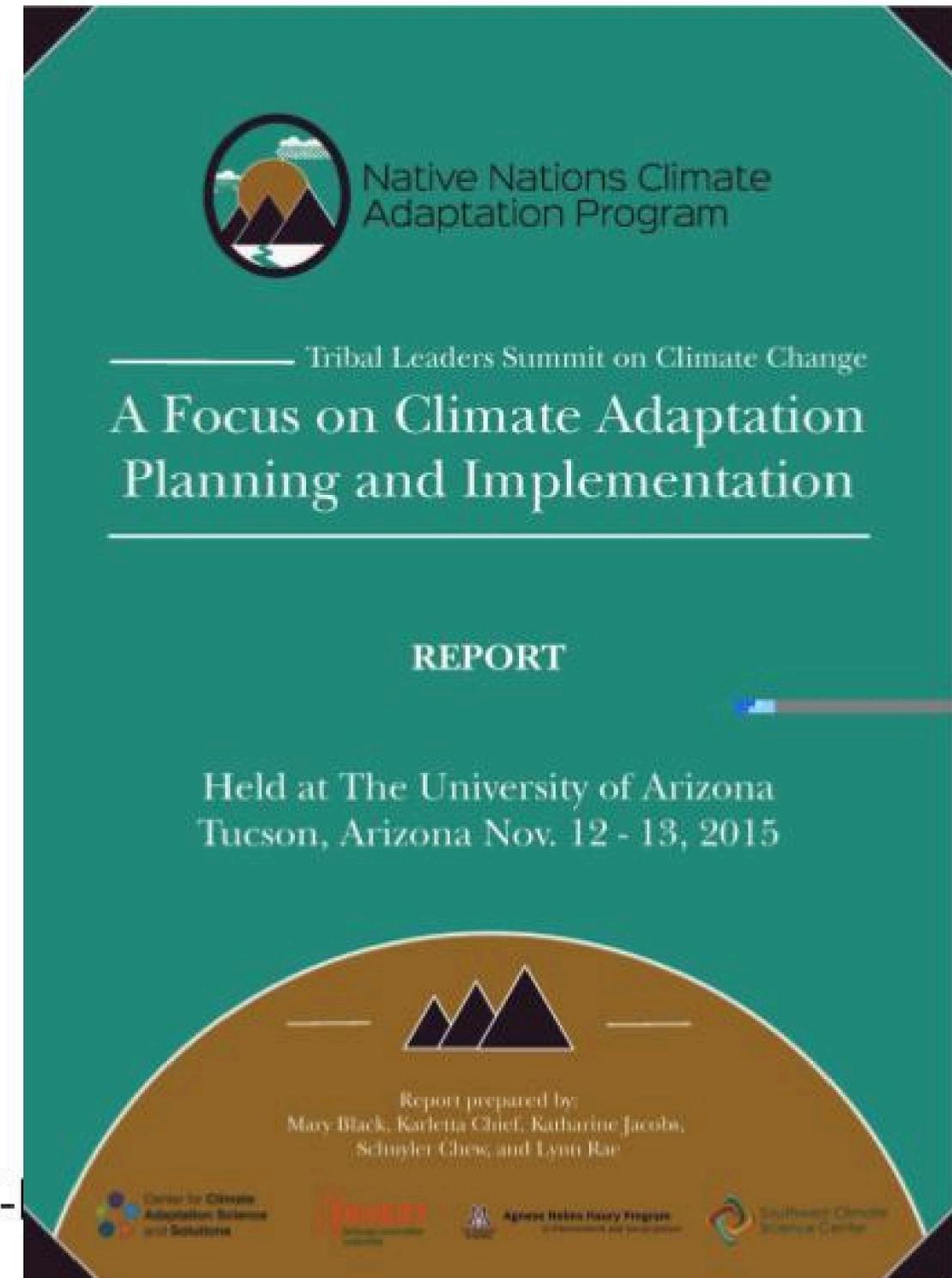
RIVER ACTIVITIES

Activity Categories	Number
Cultural & Spiritual	14
Recreational	12
Livelihood	9
Arts & Crafts	7
Total	42



TRIBAL ENVIRONMENTAL PLANS

1. Confederated Salish and Kootenai Tribe
2. Jamestown S'Klallum Tribe
3. Navajo Nation
4. Nez Perce Tribe
5. Oglala Lakota Nation
6. Red Lake Band of Chippewa Indians
7. Shinnecock Indian Nation
8. St. Regis Mohawk Tribe
9. Swinomish Tribe
10. Village of Newtok
11. Yurok Tribe <http://www.nncap.arizona.edu/projects/tribal-leaders-summit>

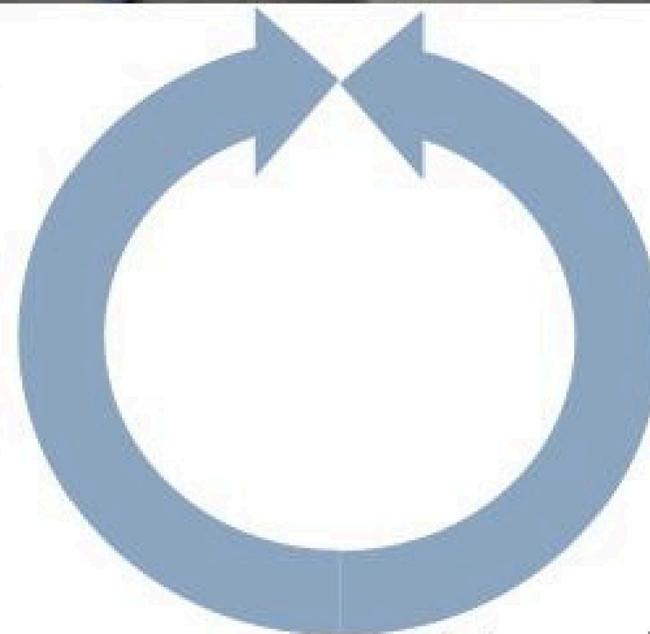


COLLABORATIVE ADAPTIVE WATER MANAGEMENT STRATEGIES

Together develop future management plans



Understand local water resources and systems



Use climate change projections, develop future scenarios



Source: "Lifeline - Squilxw Resilience" was raised at Highway 3 and Cawston Avenue on July 1, 2019. (submitted).
<https://www.pentictonwesternnews.com/news/indigenous-mural-raised-on-in-the-okanagan-on-canada-day-were-still-here/>



Ahé'hee! Gracias! Arigatōgozaimashita





Dr. Katy Hansen
Director, Rural & Small Cities Program,
The Public Finance Initiative

Katy is committed to improving local public services. Most recently, she worked to advance equity in federal assistance for water infrastructure as a Senior Advisor at the EPA and a Deputy Director at the Environmental Policy Innovation Center.

Previously, Katy worked on increasing access to services with the Center for Rural Enterprise and Environmental Justice in rural Alabama, the Association for Water and Rural Development in South Africa, and the Arava Institute for Environmental Studies in the Middle East. She holds a BS in Engineering from Montana State University, an MSc in Water Science, Policy, and Management from Oxford University, where she was a Rhodes Scholar, and a PhD in Environmental Policy from Duke University.

Outline

- How do we make decisions that align with community values?
- Share questions, practices, & tools from the US & South Africa
- Three main take-aways
 - Engage meaningfully
 - Address power imbalances
 - Be transparent & accountable

Who Makes Which Decisions?

- Decisions are made at multiple levels
 - Across jurisdictions & functions
 - No single actor has the capacity to develop solutions on their own
- Requires collaboration: people must work together to make decisions



Progress Moves at the Speed of Trust

Engage Meaningfully



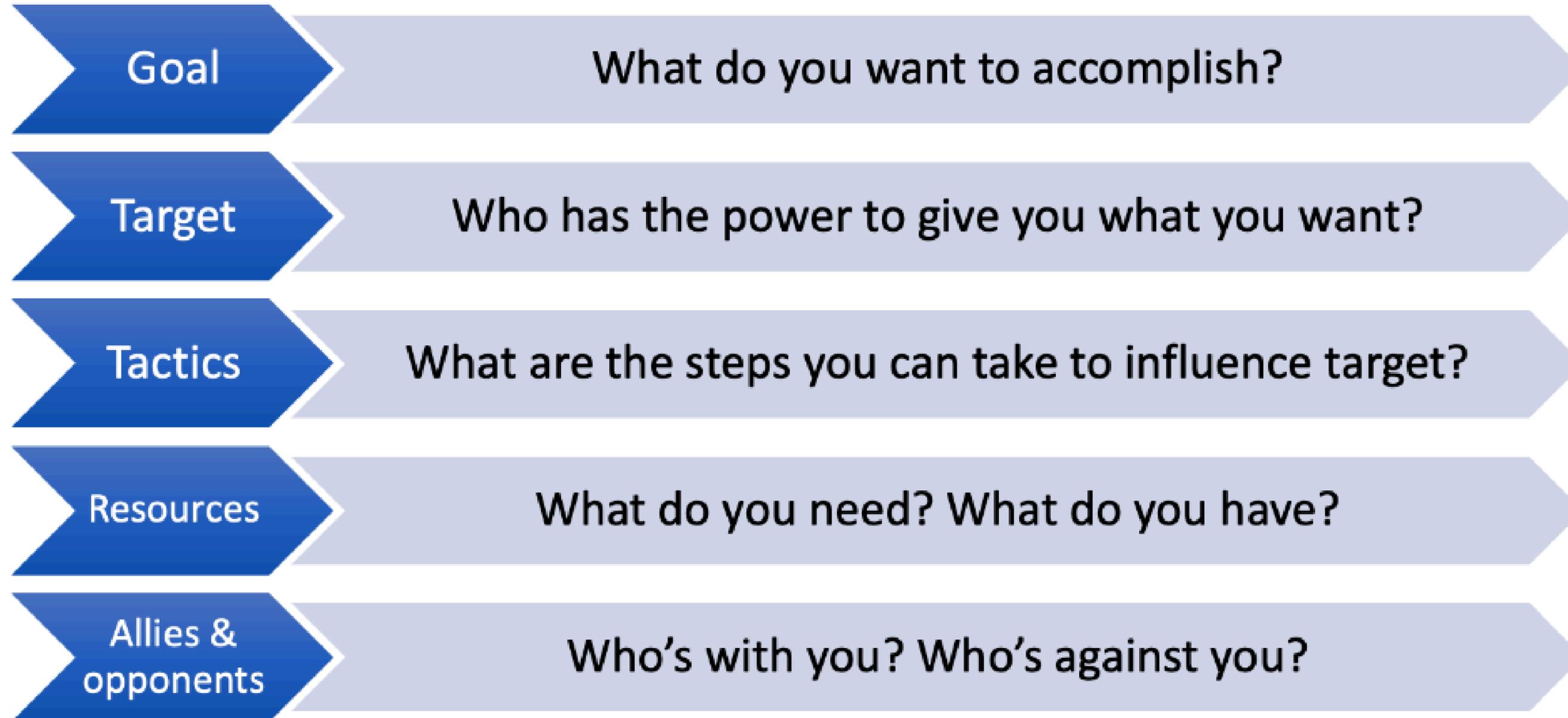
COMMUNITY
MEETING
TONIGHT!
FREE FOOD + FUN



PUBLIC
FINANCE
INITIATIVE

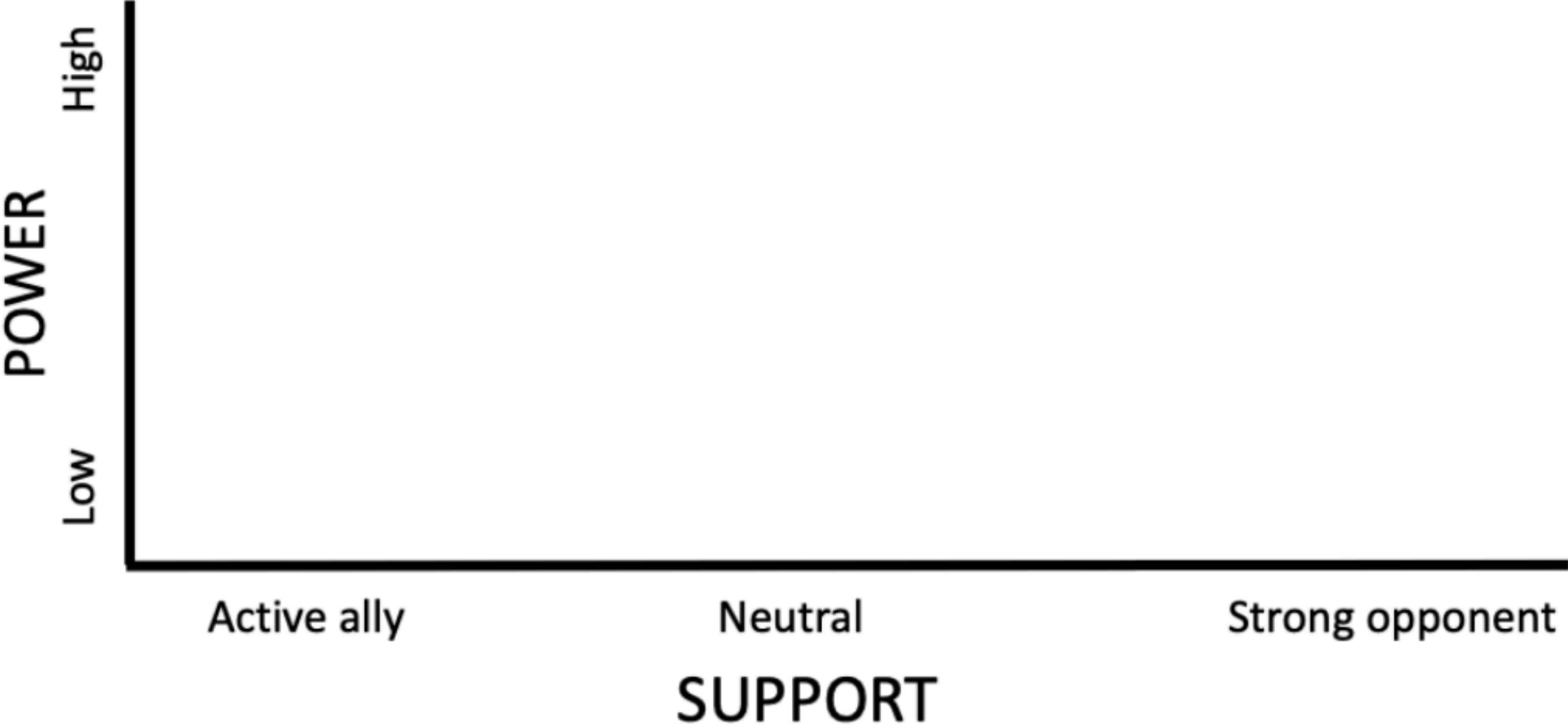
Address Power Imbalances

Strategically Address Issues

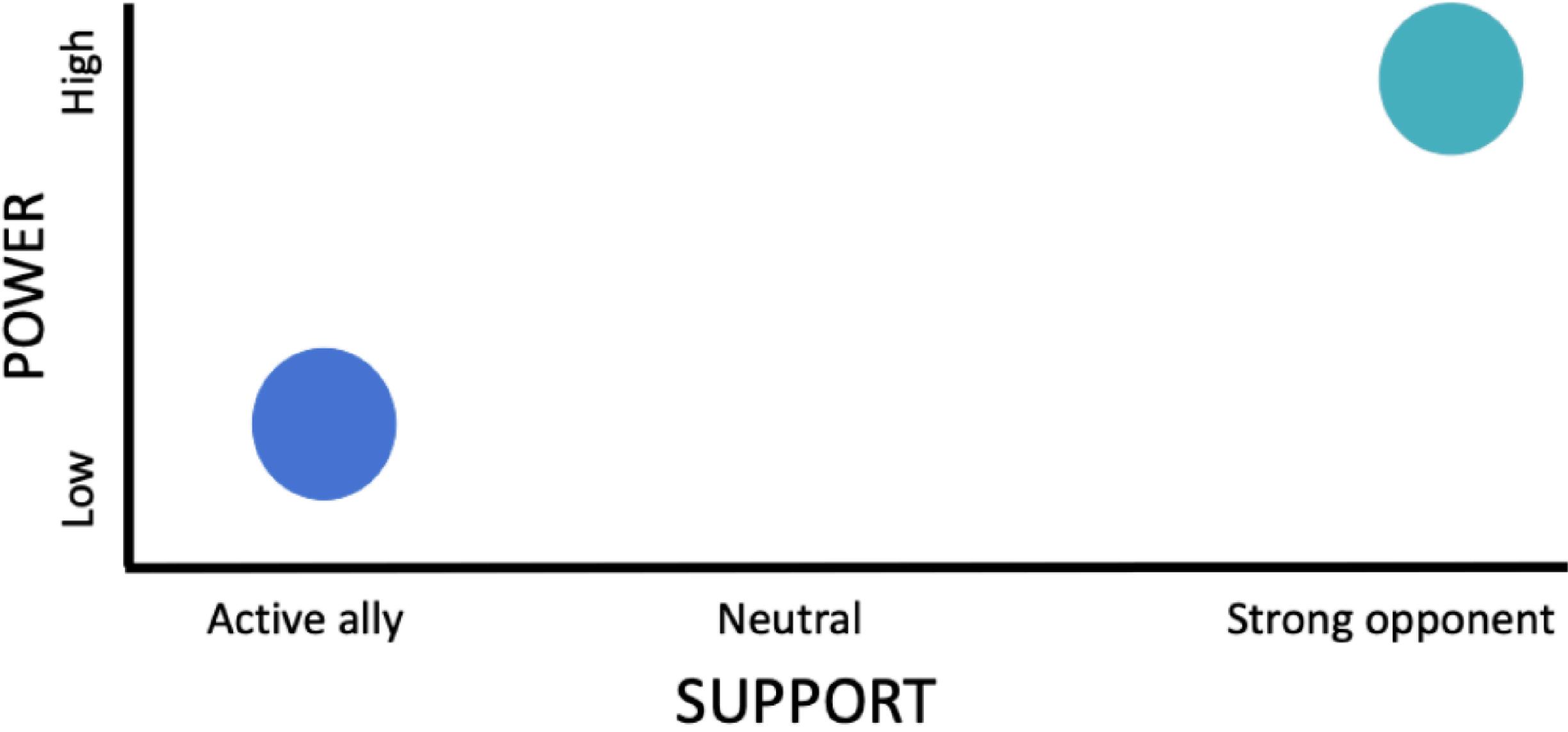




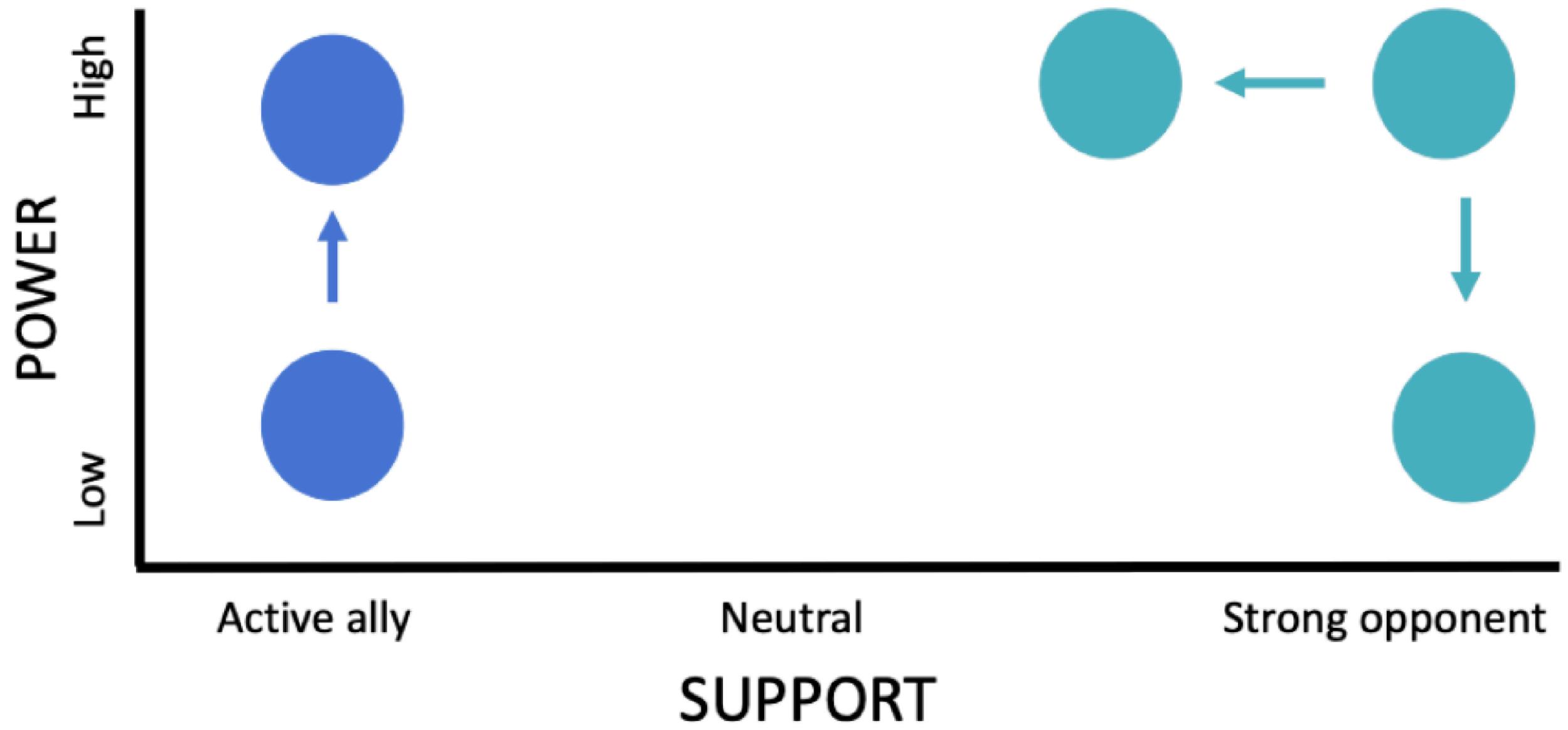
Mapping allies & opponents



Mapping allies & opponents



Mapping allies & opponents



Be Transparent & Accountable

Be Transparent & Accountable

- Identify short-term & small wins
- Support joint fact-finding to track outcomes
- Provide regular check-ins & progress updates
- Share information with community
- Celebrate wins!



Thank You





Andrew Simmons Consultant & Climate Resilience Specialist. The Public Finance Initiative

Andrew Simmons, a consultant to the Public Finance Initiative on the organization's body of work for the Pew Charitable Trusts, is an urban development strategist and social scientist committed to context-sensitive, integrated approaches to development. Working at the intersection of the public and private sectors, he provides interdisciplinary advisory and strategic planning that spans urban infrastructure and investment, climate-policy analysis and ESG-integration, impact evaluation, and place-based approaches to development.

As director of urban innovation and sustainability impact with the London-based Resilience Brokers, Andrew worked with a variety of local authorities, university research centers, developers, and multilateral institutions on climate resilience, civic technology, open data policies, sustainability-driven master plans, green infrastructure, and market-aligned visions for urban regeneration projects that produce wide-ranging public benefits.



Hunter Water's "Acknowledgment of Country"

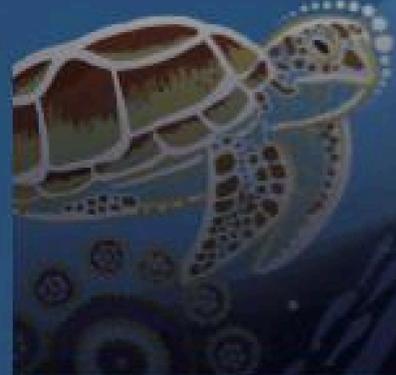
"We acknowledge the Traditional Countries of the **Awabakal, Darkinjung, Geawegal, Wonnarua** and **Worimi** peoples and the Countries on which we operate and beyond where our water flows.

"We recognize and respect the cultural heritage, beliefs and continuing connection to the lands and waters of its Traditional Custodians and pay respect to their Elders past, present and emerging."

Miromaliko Baato

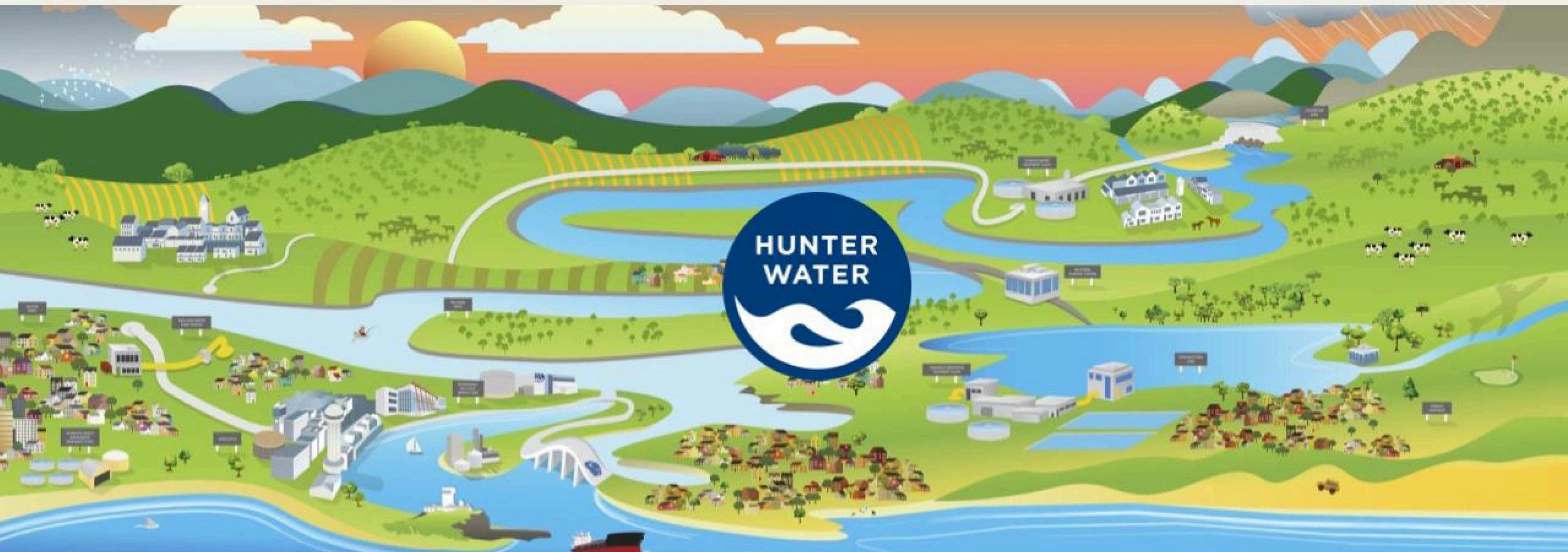
In the Gathung language, *Miromaliko Baato* means "saving water."

Hunter Water engaged Awabakal Elder Aunty Tracey Hanshaw to help us incorporate Aboriginal Language as part of Our Corporate Strategy.

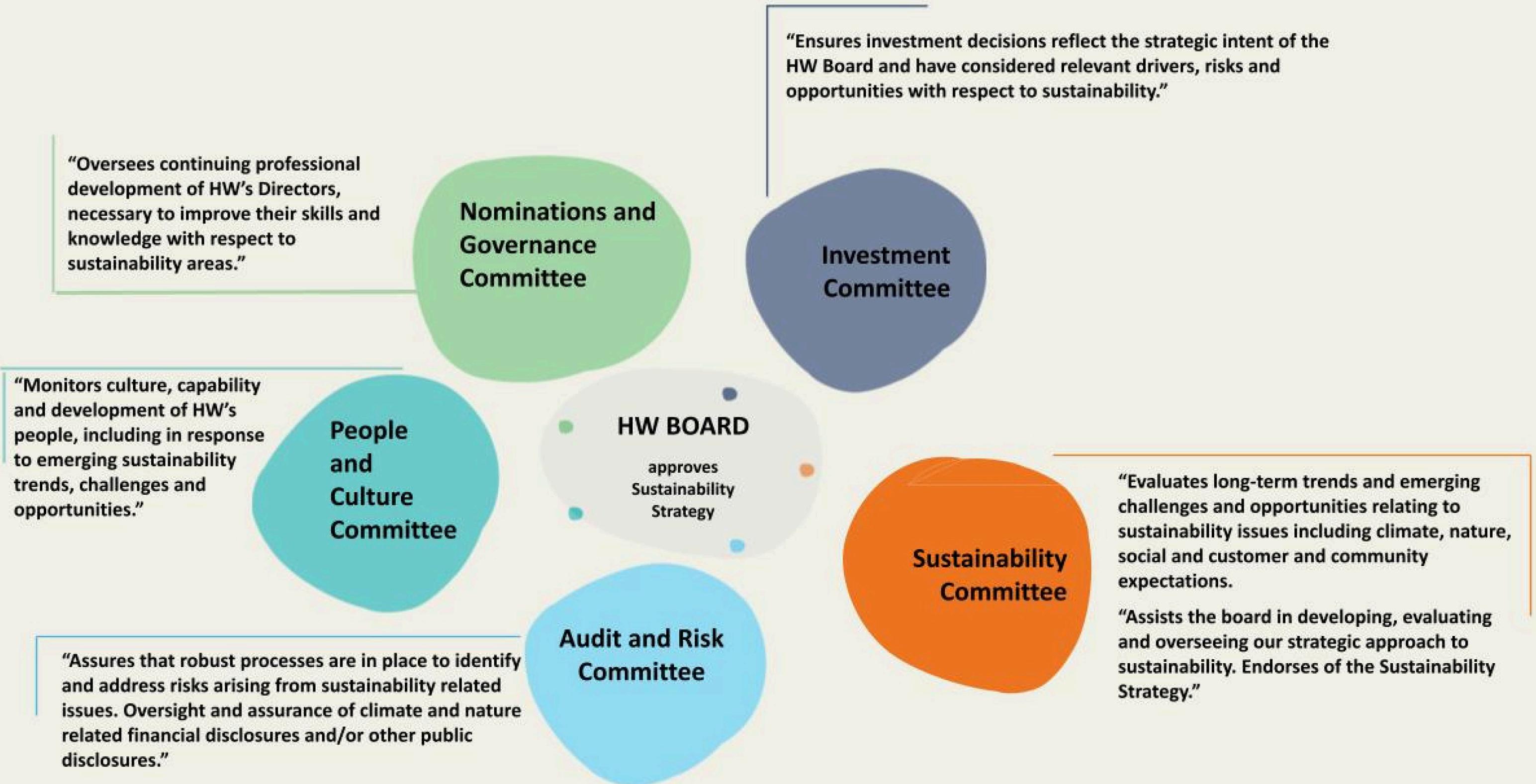


HW's Area of Operations with Traditional Boundaries

Background and Context



Hunter Water's Governance for Sustainability Planning



Hunter Water's Strategic Approach and Drivers for Change



Planning and Implementation *(ongoing actions)*

Investment planning

"When where, when and how to invest to meet our strategic objectives and manage risk."

Organizational planning

"Drives important organizational outcomes such as safety, health and wellbeing, sustainability and community activities"

Increasing environmental and social challenges



A growing region



A more variable climate



Increasing expectations and regulations



Navigating uncertainty and complexity



Hunter Water's Drivers for Change

Increasing environmental and social challenges



Water security, biodiversity loss, and intergenerational equity are some of the current and emerging challenges Hunter Water faces. HW will consider the diverse current needs of its communities and environment and future risks and opportunities to help create a sustainable water future for all.

A growing region



The region's population is forecast to grow by more than 20% over the next 20 years. Safe and reliable water services underpin this growth, delivering the right solutions at the right time to support livable communities and enable regional prosperity. Hunter Water has a role in supporting a thriving local economy and enabling industry transition in the greater Hunter Region.

A more variable climate



Hunter Water's assets, operations and services are exposed to a range of climate change risks, including increased severity of weather events, increasing mean temperatures, more frequent and severe droughts, bushfires, and rising sea levels. We need to respond to the physical and transitional risks and opportunities that a changing climate presents at the right time to ensure a resilient future.

Increasing expectations and regulations



Hunter Water's customers, communities and stakeholders expect Hunter Water to be open and transparent in providing services that meet its community's needs without compromising the ability of future generations to do the same. As HW's regulatory and reporting expectations evolve, we must anticipate future shifts and ensure our readiness to adapt and respond.

Navigating uncertainty and complexity



For Hunter Water, navigating complexity involves understanding and addressing a multitude of interconnected environmental, social, and economic challenges. This includes navigating future uncertainties and being well-positioned to respond and adapt.

Hunter Water's "Guiderrails" for Action-Oriented Delivery

Guiderrails, Descriptions and Actions

Hunter Water's guiderrails include cross-cutting actions that will enable us to deliver on its sustainability objectives.

Delivering commercial value

Working with HW's supply chain and procurement services to identify opportunities and deliver on HW's sustainability objectives.

Trusted relationships

Partnering with customers, community and industry groups, local councils, regional bodies, and research institutions to innovate together and leverage resources and knowledge.

Learning with First Nations Wisdom

Partnering with customers, community and industry groups, 'Learning with First Nations' wisdom will enrich our understanding of land and water management and strengthen our environmental stewardship.

Planning for future generations

Embedding intergenerational equity and sustainability principles into our policy, strategic planning, investment, and risk frameworks.

Listening and doing

Transparent and inclusive community engagement and education to understand our community's priorities and values, inform decision-making and help our community take meaningful action towards a more sustainable future.

Digital transformation

Improve operational performance to deliver environmental and customer outcomes through innovation, smart devices and data-driven decision-making.

Thank You



Audience Questions

Closing Reflections

Appendix: Resource Links

Additional Resources

The following links provide you with access to sources our experts referred to in their presentations, and resources to help you learn more created by The Public Finance Initiative and other organizations.

Hunter Water Resources
www.hunterwater.com.au/

Bond Markets & Racial Equity Program
<https://tinyurl.com/2s3mtnyr>

Indigenous Resilience Center
<https://resilience.arizona.edu/>

Tribal Climate Adaptation Plans
<https://tinyurl.com/bdvdnr3h>

Bond Market Education Center
<https://www.msrb.org/EdCenter>

Land & Water Stewardship Resources
www.lincolinst.edu/our-work/land-water/

**EPA H2O Community Solutions
Team Pilot: Lynchburg, SC**
<https://tinyurl.com/2ksk8dv9>

**US Water Alliance Community
Water Chronicles - Lynchburg**
<https://shorturl.at/DUISn>

Thank You



 www.publicfinanceinitiative.com

 linkedin.com/company/publicfinanceinitiative/

 @PFITweets

 @public_finance_initiative